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 CENTRAL INTELLIGENCE AGENCY
 INFORMATION FROM
 FOREIGN DOCUMENTS OR RADIO BROADCASTS CD NO.

COUNTRY USSR
 SUBJECT Economic - Plant planning
 HOW PUBLISHED Book
 WHERE PUBLISHED Moscow
 DATE PUBLISHED 1946
 LANGUAGE Russian

DATE OF INFORMATION 1946

DATE DIST. 14 Feb 1950

NO. OF PAGES 2

SUPPLEMENT TO REPORT NO.

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SOURCE Operativno-proizvodstvennoye planirovaniye na mashinostroitel'nykh zavodakh
 (Operational-Production Planning in Machine-Building Plants), People's Commissariat of Heavy Machine-Building.

SUMMARY OF G. V. TEPOV'S
"OPERATIONAL-PRODUCTION PLANNING IN
MACHINE-BUILDING PLANTS"

Integration of Plant Planning with Gosplan

Direct application of the Gosplan to the individual plant is made through the Technical-Economic Plan. This plan is drawn up by the plant management in accordance with norms and indexes established for the plant by its main administration, or by the appropriate ministry, if the plant is directly under a ministry. The plan determines the productive and economic activity of the plant on a yearly and quarterly basis.

To insure fulfillment of the Technical-Economic Plan for assortment and volume of output within the prescribed time limits, the plan draws up an Operational-Production Plan which controls the details of production by the month, week, day, and shift.

The Technological Plan prescribes the techniques and sequence of fabrication and assembly for products enumerated by the Technical-Economic Plan.

Some Factors Entering into the Operational-Production Plan

In drawing up the Operational-Production Plan, the volume of work is determined for each shop, department, and section in accordance with their "technical capacity" and their "productive capacity."

"Technical capacity" is the amount of work which can be performed on given equipment in a prescribed working area by a given labor shift. It is expressed in machine-hours, or in the case of hand labor, in norm-hours.

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"Productive capacity" is expressed in the number of parts or units which can be produced by a given shop or section fully exploiting of its "technical capacity."

The Production Cycle

The production cycle is the length of time required for a product of labor to pass through all the production processes. This cycle is divided into productive time and nonproductive time or time of work-stoppage.

Productive time consists of time spent in technological operations and nontechnological operations. Time of technological operations is divided into preparatory time, post-work operations, and piece-time.

Preparatory and post-work operations time consist of time taken to set up the machine for operations and time taken to adjust it after operations.

Piece-time is the period required to complete one unit of production.

Nontechnological time consists of time of transport of raw material from stock to the place of first operations, time of transport of the finished product back to stock, and inspection time.

The Dispatcher System

Coordination of production and assembly is effected through the dispatcher system. Even flow of production is the aim of this system, and the dispatcher must act to avoid both lagging production of parts and overproduction of certain parts, so that no shop will be forced to stop production while the assembly section works to catch up. The dispatchers' role is one chiefly of foreseeing and forestalling such erratic production, rather than in taking corrective measures after it has appeared.

Under small-series and unit production, the dispatcher handles the coordination by telephone and signals; under large-series and continuous mass production, a complicated dispatcher's panel is used. This panel maintains a running record of production on continuous-recording graphs. Dispatchers also use work-distribution boxes in which the progress of each part is recorded on cards.

Plant dispatcher operations are under the Production Dispatching Bureau (PDB), which controls individual dispatchers in the sections, departments, and shops, as well as the plant dispatcher, all of whom work on a shift basis.

The basis guide for the dispatcher is the Plan-Grafik, which is a time-schedule of production for parts going into a finished product.

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